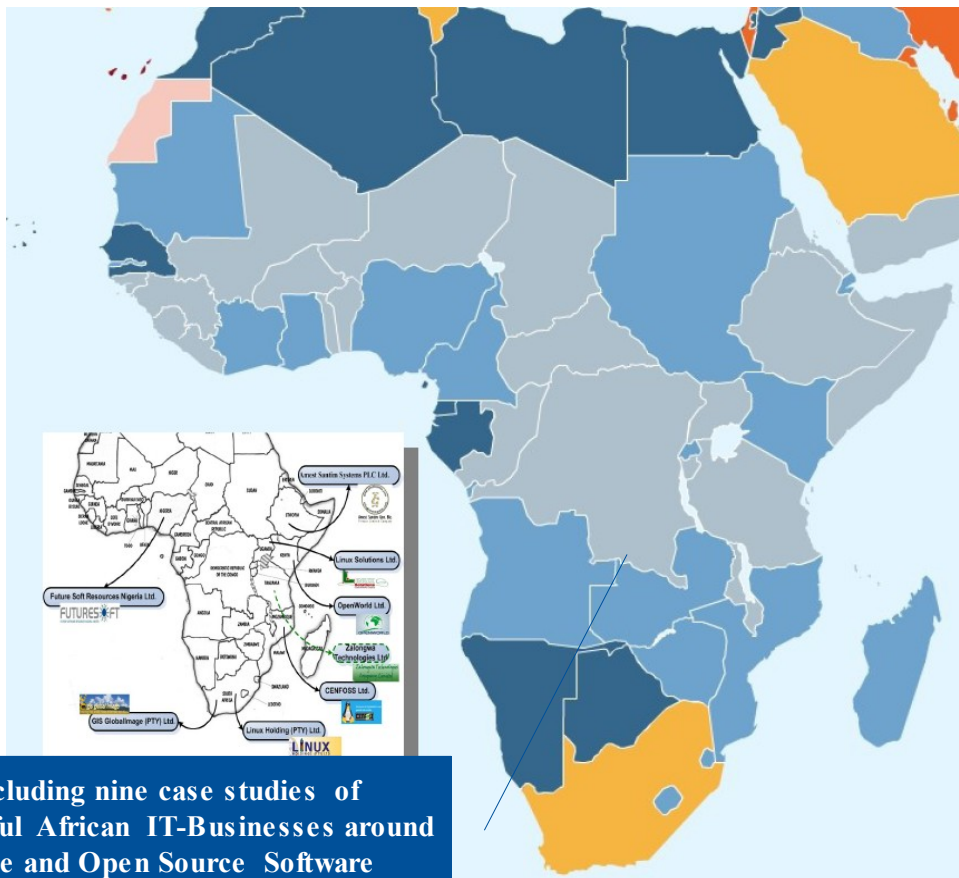


## ict@innovation: Free your IT-Business in Africa!

### Module 3: COMMUNICATING FOSS

## Advanced Training Material on African Free and Open Source Software (FOSS) Business Models for IT-SMEs



Including nine case studies of successful African IT-Businesses around Free and Open Source Software

<http://www.ict-innovation.fossfa.net>

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On behalf of



Federal Ministry  
for Economic Cooperation  
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The Free Software and Open Source  
Foundation for Africa



Capacity Building International  
Germany

## **About the material "ict@innovation: Free your IT-Business in Africa!"**

"Free your IT-Business in Africa! - Advanced Training Material on African Free and Open Source Software (FOSS) Business Models for IT-SMEs" supports the building of knowledge and capacities in African small and medium ICT enterprises to make a business with Free and Open Source Software (FOSS). It aims to contribute to the growth of African ICT industries through spreading FOSS business models for enterprises in Africa.

Eight indepth case studies of African IT-businesses and organizations who successfully make a business around FOSS give concrete avenues for FOSS business models that work in Africa and are condensed in an African taxonomy of FOSS Business Models. The material has been collaboratively developed by FOSS experts from Africa and Europe for use as training material for experts and executive staff from IT businesses in Africa, ICT-associations, their member organisations, ICT-training institutions as well as universities and their trainers.

The Advanced African FOSS Business Models syllabus consists of 6 modules, spread along three thematic parts. The first part - *African FOSS Business Models* - introduces basic FOSS concepts and provides practical case studies across the African continent. Two modules are covered in this part of the syllabus; (i) Module 1: Introduction to Emerging FOSS Business Models and (ii) Module 2: African Business Models: Case Studies – including an African taxonomy of business models such as Software Selection, Software Installation, FOSS Training, Maintenance and Support, Software / Systems Migration, Consultancy, Software Localization and Internalization, FOSS Customization as well as Technical / Legal Certification.

The second part - *Knowledge and Skills for FOSS Entrepreneurs* - brings into focus FOSS communication and business skills which are deemed vital for businesses and may contribute immensely in help young entrepreneurs leverage FOSS to gain a competitive advantage. Innovative and cost effective tools and techniques, community building and networking, and FOSS strategies which are vital for starting and sustaining a viable FOSS business in Africa are also covered in this part of the syllabus. Three modules are covered in part two; (i) Module 3: Communicating FOSS, (ii) Module 4: Introduction to General Business Skills, and (iii) Module 5: FOSS Specific Business Knowledge and Skills.

Part three of the training material - FOSS Training as a Business – consists of one module which aims to foster understanding of some of the requirements for becoming an FOSS trainer, and identifying the opportunities that exist for FOSS training as a business in African as well as a global look at Linux training worldwide.

For more information on the material, see <http://www.ict-innovation.fossfa.net>.

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# MODULE 3

## COMMUNICATING FOSS

**Created by:** Content Creation Community

**for** ict@innovation, FOSSFA/InWEnt

**Version / Date :** ICT\_INNO\_17 / May, 2010



## Introduction

Communicating FOSS is one of the most important components of a viable FOSS Business model since it relies on innovative and cost effective techniques and methodologies one should employ to grasp public attention and potential customers.

In business, the link between demand and awareness is a well recognized and established relationship. With regard to FOSS, lack of awareness, absence of a favorable policy environment, and inability to create and retain new markets accounts for some of the key barriers for those wishing to engage in FOSS business.

A key strategy therefore, is for both the new and old FOSS businesses to engage policy makers in efforts intended to create an enabling business environment for FOSS related business. This could be achieved through a number of concerted and coordinated actions such as advocating for appropriate policies and regulations. Equally important is the need to continuously undertake activities to raise public awareness through use of cost effective media campaigns.

This module therefore aims to assist SME gain the necessary knowledge and skills to successfully undertake these important business tasks. However, in order to achieve this aim, its important that the reader grasp some basic FOSS concepts (for example; how FOSS projects and communities work) discussed in Module 1, and gain some insights into how FOSS businesses work in the Africa context as demonstrated by the case studies in Module 2. Participants can combine the FOSS communication skills and techniques in this module with their business skills [Module 4] and specific FOSS business knowledge in Module 5 to better conduct FOSS training [Module 6] or setup their own FOSS business.

## Learning Objectives

1. Understand the core benefits of FOSS migration for existing businesses and government
2. Understand the importance of a coordinated FOSS marketing plan
3. Appreciate the significance of PR in raising public awareness
4. Learn how to use cost effective media campaigns

## Sessions and Timetable

The entire content in this module is estimated to be delivered in 1 day, with some variations within the modules. For instructional purpose, the content of this module can be delivered as proposed in the summarized table below.

Time	Session
9:00 – 10:30	<ul style="list-style-type: none"><li>• FOSS Public Relation</li><li>• Advocacy Strategies</li></ul>
10:30 - 10:45	Coffee Break
10:45 - 12:15	<ul style="list-style-type: none"><li>• Advocating FOSS</li></ul>
12:15- 13:30	Lunch
13:30 - 15:00	<ul style="list-style-type: none"><li>• Online Advocacy tools</li></ul>
15:00 - 15:15	Coffee Break
15:15 - 17:00	<ul style="list-style-type: none"><li>• Creating a FOSS market and brand in Africa</li><li>• End of Module Evaluation</li></ul>

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## Module 3.1 Public Relation and Advocacy Strategies

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### Duration:

1:00hrs

### Delivery method:

For instructional purpose, it is advised that trainers/lectures use lectures, role play and group and individual exercises as a major means of delivering this module.

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### Introduction

The Terms "Public Relations" and "Media Relations" are often used interchangeably; however, doing so is incorrect. The definition of media relations is somewhat narrower. Media relations refer to the relationship that a company or organization develops with journalists, while public relations extend that relationship beyond the media to the general public.

**Public Relations:** *Public relations (PR) refer to the practice of managing the flow of information between an organization and its publics.*

PR may consist of a variety of activities engaged in by organizations or celebrities that are intended to promote a positive relationship or image with their customers and prospective customers (members of the public). Communications is often in the form of news distributed in a non-personal form which may include newspaper, magazine, radio, television, Internet or other forms of media for which the sponsoring organization does not pay a fee.

**Media Relations:** *is the act of involvement with various media for the purpose of informing the public of an organization's mission, policies and practices in a positive, consistent and credible manner.*

Typically, media relations involve coordinating directly with the people responsible for producing the news and features in the mass media. The goal of media relations is to maximize positive coverage in the mass media without paying for it directly through advertising.

Dealing with the media presents unique challenges in that the news media cannot be controlled - they have ultimate control over whether news angles pitched to them are of interest to them or their audiences. Because of this, ongoing facilitation of communication and relationships between an organization and the news media is vital. Working with the media on behalf of an organization allows for awareness of the entity to be raised as well as the ability to create an impact with a chosen audience. It allows access to both large and small target audiences and helps build public support and mobilizing public opinion for an organization. This is all done through a wide range of media and can be used to encourage two-way communication between potential customers and companies.

Although most organizations know the importance of PR its benefits, unfortunately are not so well understood. Public relations if done right can reach a large audience without the expensive cost of traditional advertising and marketing.

A few of the significant public relations benefits include:

- Economical way to reach your target audience in masses
- Stimulates awareness of, and the demand for your company's products or services
- Strengthens your company image and perception
- Paints the picture of a company that is active and innovative
- Creates more credibility than traditional advertising

- Creates an advantage of your competitors that are not utilizing PR effectively
- Increase search engine visibility and organic results

It is a proven fact that public relations carry a higher credibility factor.

Therefore by using media relations effectively, SMEs can enhance the reputation of their respective organizations while establishing good working relationships with journalists that will serve them well in future endeavors.

### 3.1.1 Getting the best out of your PR efforts

Ever wondered why your competitors keep cropping up in coverage - whether it be national dailies, on big-time TV broadcasts or even in local business magazines - while your organizations relegated to the back of the trades? Here is why.

There are two essential approaches to media placement; one is to persuade reporters that your organization has news worth reporting - this approach is deliberate and release driven; the other is to persuade reporters that there are individuals within your organization who - because of their industry perspective or some form of expertise - are worth interviewing - this approach is opportunistic and pitch driven.

Of course for a small business or even for individuals managing their own PR Campaign that may seem impossible but just do not ignore all the great opportunity to get free coverage. And here are examples of some great opportunities for you;

**Press Kit** : Your press kit, or media kit, is an invaluable tool you can use to promote your company. From trade shows to product launches. Typically a press kit may contain Company info, a quote sheet from those involved with the product launch and development. High resolution images of the product. Your PR person's business card

**Use your Bog**: Your organization or employee blog is an excellent way to keep you visible to your customers. Try and make your blog a regular part of your public relations campaign effort. It has potential of giving you exposure to customers, journalists and it even provides you advertising opportunities.

**Organize Media Events**: PR is more than blitzing the media with your press releases. Organizing media events is an exciting way to get multiple media outlets to come to you and give you free exposure. Be creative when coming up with ideas. Just because you have a news conference doesn't mean the media will show up.

A groundbreaking ceremony with a local celebrity or other prominent business figure to address the crowd increases your chances of getting publicity over the same event with just you and your employees giving out free software CDs.

So if you planning to 'take on' the media and need some useful tips here are some of them.

#### Effective PR Tips

1.*Play reporter*. "Forget for a moment your own organization's objectives, and read the world as a reporter would. "Given your beat and the readers you must satisfy, what topics are of interest? What angles do you find fresh and provocative? With which sources - with what expertise - do you want to be in touch with?"

2.*Matchmaking*: Having performed that analysis, play the role of matchmaker. Ask yourself, "Which individuals within my organization or my clientele can satisfy these reporter needs? And what presentations will be most persuasive?"

3.*Identify ideas for the masses vs. tailored pitches*. When you write a press release, you're packaging ideas for reporters in masses, but when you write a pitch, you're tailoring an idea for a single reporter. You're saying 'I think you'll be interested in this person because' - and you have a good reason for thinking so because you've done your homework.

- ie. you've read your own FOSS Article, or you've previewed your product/service demos, and you know what works and what doesn't. You've also researched the reporter's work, and you're familiar with his or her recent reporting and attitude towards FOSS.

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4. *Adopt a long-term perspective.* In all of your relationships with reporters, adopt a long-term perspective. An interesting and well crafted pitch may not be taken up by a reporter this time around – don't be too frustrated, try and remain confident your next pitch will be read. This helps cultivate your standing as a reliable source.

5. *Carry out an Expert Audit.* You can be a reliable source only if you have a thorough knowledge of your organization and have identified everyone who can be helpful to reporters and how. Sit down with colleagues or clients and identify who can talk effectively about what.

6. *Develop platforms for spokespeople.* By profiling your spokesperson(s) on your Web sites or other promotional materials you provide easy accessibility to these experts. If you have an expert who can speak on a 'hot topic' e.g. Software Piracy, that is currently in the news consider sending out a media advisory alerting reporters to the availability of your spokesperson, and his or her position on the topic," he suggests.

More information on useful tips can be found at:

<http://smr.newswire.ca/media/pdfs/whitepaper.pdf> , Accessed on 30.08.09

<http://www.fundraising123.org/article/steps-turning-your-organization-heavily-quoted-source>

### 3.1.2 Media strategies

While PR is more likely to generate a higher level of customer trust than normal paid advertising, the downside however, is the lack of access to the regular media channels which limit the number of free PR pieces. This could be a big hindrance to Small and Medium Business Enterprises. Alternatively, however, careful selection and use of strategies below could yield desired results.

### 3.1.3 International and National Events

International and National Events such as World Telecommunications days, when world and national attention is drawn on ICT sector, and both world and national leaders affirm and reaffirm their commitments to the developing and use of ICT, are arguably the most effective forum to petition world and national leaders to focus on challenges faced by players in ICT. Therefore keeping a tab on such events and learning how they are organized could give you better understanding of how best your organization can participate and be represented.

### 3.1.4 ICT Conferences

An important avenue for presenting your messages to the public or large interest groups is through large conferences. Over the years conferences have become major networking, marketing and promotion events. Conferences organizers today often provide space for participants, interest groups, or indeed members of public to showcase, display, present their products and services. These spaces, Information kiosk as they are commonly known, are becoming more and more sophisticated but generally cost effective channels. Again keeping a calendar or regularly scanning the press for such events especially conferences relating to ICT in general helps you stay in close touch but more importantly allows you decided and make all necessary preparations.

### 3.1.5 Community Media

Community radio and television stations present the best alternative for channeling information for local communities. Over the last ten years, there has been a sharp rise in the establishment of community media in Africa. The fast growth is often attributed to the fact that community media's physical proximity, local programming and targeted coverage, is highly accessible to local people. The concept of community media is that it is owned my local people, and both content and programming is done with the involvement of community thereby reflecting the aspirations of the community. Given the comparatively low charges and flexible terms SMEs are better poised to use them to greater effect.

## Module 3.1: ASSESSMENT

•**Discussion 1:** Which is better for you to promote your FOSS business in your country, Advocacy or Public relations?

•**Assignment 1:** Public relations (PR) is defined as “*the practice of managing the flow of information between an organization and its publics*”. Name **three** organizations in your country with which you can establish PR to run a successful FOSS business. For each organization state what kind of information will your company share?

•**Assignment 2:** *Your FOSS business partner is coming from abroad for few days. During the visit he/she is scheduled to meet with the media in your country.* Using the media strategies just studied, write him a brief email explaining how he needs to approach the media

•**Round table discussion:** Discuss how you can promote FOSS in your country using each of the following media outlets

- News papers,
- Radio
- Internet
- Television
- Other local media channels

### Round table discussion 2:

•“**Governments are top-spenders on IT in most countries**“. In your group discussion list and discuss

(i) Your government's ICT procurement policies as they relate to FOSS

(i) Do you see governments and ministries as your possible FOSS customers? What are some of the problems ICT businesses face when dealing with governments as clients? What are your proposed solutions?

## Module 3.2 Advocating FOSS

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**Duration:** 1:45hrs

**Delivery method:**

For instructional purpose, it is advised that trainers/lectures use lectures, punctuated with short debates as a major means of delivering this module. In addition presentations and exercises are also suitable method of delivery for this module.

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### 3.2.1 Implementing FOSS Advocacy Initiative

Advocacy is the pursuit of influencing outcomes — including public-policy and resource allocation decisions within political, economic, and social systems and institutions — that directly affect people’s current lives. Therefore, advocacy can be seen as a deliberate process of speaking out on issues of concern in order to exert some influence on behalf of ideas or persons.

**Types of Advocacy**

There are many kinds of advocacy: public education, voter and candidate education, issue research and analysis, policy education, organizing and mobilizing, judicial advocacy, executive advocacy (also known as administrative advocacy), and legislative lobbying (including both direct lobbying and grass roots lobbying).

**Why Advocacy is Important**

Advocacy helps to shape public opinion and public policy and in doing so can lead to systemic, long-lasting change. Advocacy can also lead to innovation and/or efficiencies, new resources, stronger community voices, increased community participation, and desirably the achievement of FOSS goals.

Defining Public Policy:

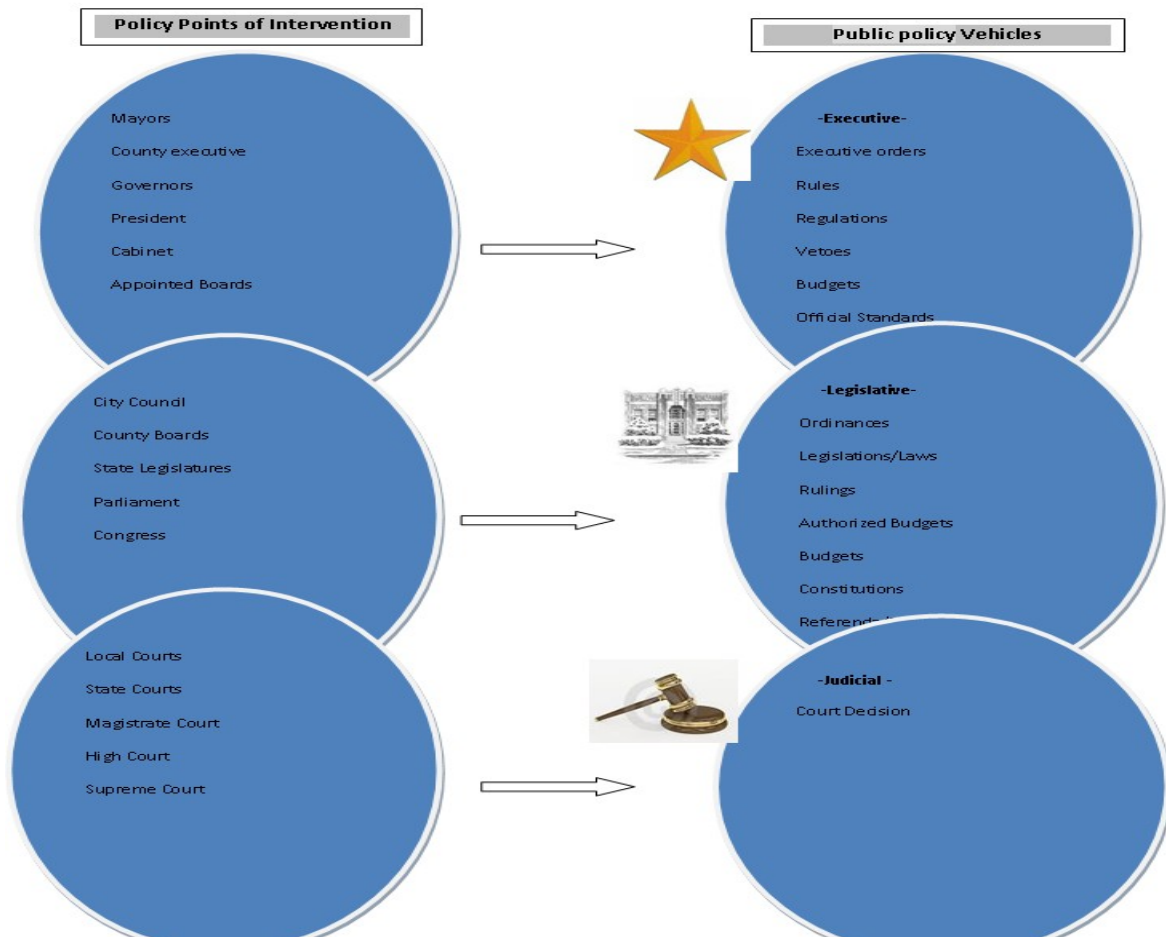
- *Public policy* is a set of agreements among official stakeholders about how government shall address social needs and problems and spend public funds.
- Elected and appointed leaders articulate public policy and embed it in many different policy instruments such as laws, regulations, and judicial findings.

How Advocacy Relates to Public Policy

- Advocacy encompasses a broad range of activities that identify, embrace, and promote needed social changes.
- These changes often require alterations in public perceptions and public policy.
- To advance change in public perceptions and public policy effectively, advocacy efforts must focus on particular arenas of policy influence.



- Advocacy for public policy change involves a set of activities all designed to influence decisions. These decisions are embedded into various policies, laws, regulations, budgets etc. There are many ways to achieve this for instance through protest, media, public



education, lobbying etc. These forms of advocacy are suited to particular situation and have own advantages and disadvantages. Below is a diagram showing typical intervention points in advocacy and the associated policy vehicles they seek to influence.

In general, as can be seen, both PR and advocacy campaigns need to piggyback on larger current public campaigns.

For instance in Zambia, when School Management Board issued a statement to the Education Minister on the prohibitive cost of rolling out e-Learning in public schools due to high software costs, and the call to explore alternative Open solutions, this suddenly raised the public awareness of FOSS and the potential for government adoption, this gives an opportunity for local advocates to garner greater media attention.

For advocacy to be successful and realize its objectives two things needs to be considered;

### 3.2.1.1 Think broader

When embarking on advocacy campaign its useful to recognize that government has much larger public interest to protect. This in itself presents some difficulties because while you as a promoter could be justified and motivated by very clear and indisputable evidence of benefits adopting a particular FOSS related policy,

government on the other hand may not because their interest are justifiably or not, much broader and complex.

Usually its advisable to consult with organizations that have undertaken advocacy before or better still speak to your local parliamentarians for advice. In general, like all other software, adoption of FOSS in Government must address issues that concerns a government such as:

- 1) National Security
- 2) Developing Local Capacity
- 3) Reducing of Import and foreign exchange
- 4) Avoid penalties on Piracy and International Intellectual Property rights
- 5) It could be easily localized in a minimal cost
- 6) Reducing Total Cost of Ownership

One of the very interesting resources on FOSS adoption in Government is published by the United Nations Development Programme's – International Open Source Network or IOSN.net. The "FOSS Government and Policy Primer<sup>[1]</sup>" is of relevance to this module.

### 3.2.1.2 Be clear about what you selling

Often advocates of FOSS try to sell the FOSS solutions by focusing on the advantages of FOSS rather that to focus on the functionality of FOSS. Of course this is not particularly a bad idea but as experience as shown, this is never a winnable argument, because soon you find yourself embroiled in a unwarranted argument with your audience about how short or long the list of advantage/disadvantages is. Take an example of a person whose job function involve capturing sensitive patient medical records and safely store them in pdf format. If for a small fee, labor charge for installing and basic training in OpenOffice, he or she is perfectly happy, and no questions asked, why labor the discourse on Acrobat and MS Word.

So if you can avoid it, please avoid it.

Yes admittedly, FOSS major selling point has historically been that there are no software license fees payable for FOSS or what is recently been but the biggest advantage surely is the freedom to choose whatever software the user needs, without being "locked" in by a vendor - provided that the software chosen adhere to interoperability standards.

### 3.2.2 Developing Advocacy Tactics

Once you have an advocacy strategy in place, you can start to make more detailed decisions about how to achieve your policy goals. Some of the most important decisions you will make when implementing an advocacy strategy are:

1. Is it media advocacy, public education, protest, lobbying etc?
2. What messages you will send to your target audience?
3. What language (cultural and group sensitive messages) will you use in your advocacy message?
4. Timing: Which days, seasons, national and international days, local events are most suitable for 'pulling the advocacy trigger'?
5. How you will work with others in advocacy?

#### 3.2.2.1 Developing and Delivering Messages

Delivering messages persuasively to your primary target audience lies at the heart of any advocacy initiative. The key to good message delivery is to know, as much as possible, about your target audience.

Messages are a critical element of any advocacy strategy. Even with convincing facts and political trends on your side, most advocacy efforts will likely fail without clear, simple messages that appeal to target audiences.

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Crafting a message for an advocacy initiative must always fit into the advocacy planning process. But, developing messages is also a continuous part of an advocacy initiative. Messages inevitably need to be revised as you learn more about your policy issue and what appeals to your target audiences. In addition, advocacy may require multiple messages when there is more than one target audience. This section covers some methods to follow to create and use messages effectively.

*Develop clear and compelling messages.*

A message explains what you are proposing, why it is worth doing, and the positive impacts of your policy proposal. A few rules can help you choose the content of your message wisely.

*Deliver messages effectively.*

When you deliver a message, you want your target audience to agree with it and then take action on your proposal. For this to happen, you must ensure they will understand your message and believe your message. You also need to think about how to ensure they receive your message.

*Reinforce messages.*

Usually, delivering a message once is not enough. Always have a strategy to reinforce your message, either yourself, or through others. When you re-send your message, you can also use the opportunity to respond to any concerns expressed by your target audience.

### 3.2.2.2 Examples of Advocacy Messages

Advocacy messages can be written or spoken, and can be delivered in many formats. The following are formats that could be used as part of the advocacy campaign to adopt FOSS in Educational and Training.

Target Audiences	Key Message	Format of Advocacy Message
Local Representative	Enacting an Open Content policy for all education and training initiatives will raise government the chances of achieving universal access and improve political popularity of the Representative	Send a letter to the local member of parliament documenting the restrictions inherent in proprietary software and show how this limit access to useful educational content to many school going children
School or educational Boards and Parent Teachers Associations	Universal Education is a right of every Child	Propose a Meeting to discuss school performances and inform them about the possibilities and potential benefits of FOSS
Fellow FOSS businesses	A potential market for educational FOSS solutions	Set up a website and start an online discussion to exchange information about the key issues to present to your representative

### 3.2.2.3 What goes into an Advocacy message?

Advocacy messages should capture the essence of what you are trying to say to a target audience. In just a few sentences, a message should communicate why your issue is important and what you want others to do on behalf of your cause.



It should also give the target audience a clear choice of actions and suggest the consequences of those actions. Your message should be clear, whether verbal or in writing, and it should be appropriate to the social and cultural context where you work. Your message should suggest what will happen if your target audience takes no action – or chooses a different policy option.

The goal is for your message to explain why your idea is best.

As you develop the content of your advocacy messages, there are two rules to keep in mind.

1. *Know your audience.* Good messages sometimes require a little research. Try to learn how you can best influence each of your target audiences. Each message should take into account the interests, ideas, and knowledge of those receiving the message.
2. *Keep it simple.* Messages should be short, just a few sentences or less. If you deliver too many messages, your audience might forget them. Limit it to one, and focus on your best supporting arguments, rather than a long list of reasons to support your proposal.

### 3.2.2.4 What you need to know about your target audience

What does it mean to "know your audience"? Of course, this isn't always possible, but you can take time to learn about the interests, attitudes, and positions of your target audience, even without meeting them. For example, here are some things that you can try to learn before you develop your message:

About your Target audience...	Specifically...
<ul style="list-style-type: none"> <li>•What are their political interests?</li> <li>•What are their self-interests in relation to the issue?</li> <li>•How much information do they already have about your issue?</li> <li>•Do they already have an opinion?</li> <li>•What objections might they have to your position?</li> <li>What could they lose as a result of your proposal?</li> <li>•What are their personal interests?</li> <li>•Do their backgrounds (personal, educational or professional) suggest a bias or position?</li> </ul>	<ul style="list-style-type: none"> <li>•What group of people do they represent?</li> <li>•Do you need to clear up any miss-perceptions, or counter opposing arguments?</li> <li>•Are you telling them something they already know? What NEW information are you offering?</li> <li>•What is it, how strongly held?</li> <li>•Have they already voted or taken a public position on your issue?</li> <li>•What are their hobbies or "passions" outside of work? What do they do in their spare time?</li> <li>•Can you link your issue to something you know they do support?</li> </ul>

### 3.2.2.5 Networking for information

When gathering the information you need about your target audience, two effective approaches to try are internal and external networking.

The most immediately available source of information you have is your own colleagues. Internal networking is the process of using resources within your own Organization to get the information you need.

In addition to your sources within the organization, there is a whole world of information out there. External networking is the process of asking people you know outside your organization for information about your target audience.

**Internal networking** - Often, your colleagues can help you make contact with others who know something about your target audience. For example, if you are working on an educational issue, someone you know may have a contact within the Ministry of Education who can tell you what you need to know.

The clearer you are about what information you are seeking about your target audience (and why), the easier it will be for people to help you.

**External networking** - Even when your goal is to get information from outside your organization, it may be best to start with those closest to you. Do you or your colleagues have personal contacts within other partner organizations that have information about your target audience? Are there people you could approach at NGO coordination meetings who might have some information? If your own contacts have limited information, do they have ideas about who you could call to learn more?

If your target audience is someone in the community, keep an eye out for announcements of public meetings that may be held in your area. Attending these kinds of meetings also may help you to identify other groups who are involved in your issue.

### **Being clear**

A message is only effective if the targets of your advocacy can understand what you are asking them to do – exactly. Once you have developed the content of your messages, there are at least two things to ask yourself.

- First, have you chosen language your audience can understand? For example, have you used jargon, technical terminology, or “NGO-speak”? Sometimes, it can be helpful to try out your message on someone who isn’t in your line of work (like a family member, or a friend).
- Second, will your audience know what action to take if they agree with you? For example, is your goal for them to make a decision, call someone, vote a certain way, change a corporate practice, or convince others to support your proposal?

### **3.2.2.6 Deliver messages strategically**

Credibility means that other people trust and value what you have to say. We have already discussed credibility as a prerequisite for advocacy. It is also something you need to consider when you are deciding how to deliver a message and who delivers it. Some things you can do to establish your credibility when delivering a message are:

Know the facts- Conducting analysis, learning from organizations that do have credibility, or initiating programming that helps you gain expertise are three ways to build up credibility.

Document the problem- Either yourself or your partner organizations can offer valuable information about problems concerning discriminatory software procurement procedures in public institutions. In some cases, it may be appropriate to document and share this information in ways that are useful to policy makers (the expert informant role). When sharing evidence of a problem, the information must be accurate and reliable. This is vital for the maintenance of ones credibility.

Choose the best messenger- Just like your target audience is a person, so is the messenger. When delivering an advocacy message, you need to determine who will be the most credible source in the eyes of the target audience. Sometimes policy skills are important, but other times first-hand knowledge of the problem, technical expertise, or seniority within an organization matter more. Also, it can be effective to have two messengers who complement each another: one knowledgeable about the subject matter and the other knowledgeable about the target audience.

### **3.2.2.7 Employing Advocacy Tactics**

Communicating ideas and negotiating with others are things we do in the course of our professional and personal lives, sometimes deliberately, sometimes not. Working with the media can be highly effective in advocacy, especially when you need to reach a large audience with your message.

Successful advocacy often rests on the ability to communicate effectively, either verbally or in writing. This below are some useful tips on how to use two common advocacy formats: letters and group presentations.

## Advocacy Letters

A letter is a good way to deliver your message, especially if you do not have a personal relationship with your target audience. An advantage of a letter is that it creates a record of your position. But, keep in mind; it is quite possible that others will see what you have written, such as your opponents, members of the public, or the media. These are factors you need to balance.

When sending a letter, try to find out how to ensure your audience is most likely to read it (i.e. should you use mail, fax, or e-mail)? If others support your position, consider asking them to sign the letter along with you. Before writing a letter, be clear whether you are writing in order to receive a response, or mainly to register your opinion.

### **An advocacy letter should contain the following elements:**

1. Proper salutation. Always address your audience appropriately, and according to their proper title.
2. Leading paragraph. State your purpose for writing the letter and deliver your message immediately. Don't be afraid to put your request for action up-front.
3. Information about yourself. Explain who you are and who you are representing (CARE, a member of a coalition, yourself as a private citizen, etc.). If your audience does not know you well, make it clear how you are connected to the issue you are raising.
4. Supporting arguments. Make a few supporting arguments for your request (typically no more than three). Refer to established facts and positions taken by respected groups. Use statistics strategically, but sparingly. Provide evidence that others support your views.
5. Request for action. Be very specific about what you are asking the reader to do. If requesting a meeting, offer to follow up soon to arrange a time.
6. Acknowledgment of your audience. Recognize your reader as someone whose opinion matters. Thank him or her for taking time to read your letter and show your appreciation for any past support. Offer to provide additional information or assistance in the future.
7. Attachments (optional). In some cases, if you have particularly compelling information that supports your request, you can include it as an attachment. However, try to keep attachments short, recognizing that most policy-makers are too busy to read lengthy reports.

## Module 3.2: ASSESSMENT

**Discussion 1:** Discuss some of the advocacy tactics mentioned above taking views and arguments from the group about when a particular tactic might be appropriate in achieving an advocacy goal.

**Assignment 1** Working in small groups, identify an issue within your business area of interest that affects you and potentially reduce your chances of meeting your mission. Briefly and concisely state what the issue is on a piece of paper and present them to the class.

**Assignment 2:** Based on the issue identified in Discussion 1 above, identify existing statutes/policy/policies, regulations etc. in your individual countries which need to be reviewed, formulated or enacted. Discuss within the group the affected statutes, policy, regulations clearly identifying the weakness, omissions etc that need to be addressed (Note that policy formulation is highly specialized areas of work and any actual drafting, interpretations etc require involvement of specialists).

At the end of the discussion, one member of the group must present the outcome of the group discussion in a class plenary session. Allow for discussion and comments.

**Assignment 3.** Write a letter to your local parliamentarian clearly and concisely advocating for FOSS. In your letter, make it clear what you are requesting the reader to do.

## Module 3.3 Online Advocacy tools

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### Duration:

0:45hrs

### Delivery method:

For instructional purpose, it is advised that trainers/lectures use lectures, punctuated with short debates as a major means of delivering this module. In addition presentations and exercises are also suitable method of delivery for this module.

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### Introduction

Now more than ever, people are coming together—in coalitions or organizations—to harness the power of technology for policy change. This new Internet-based approach to advocacy—electronic advocacy (e-advocacy)—is a multifaceted process that uses an array of technology tools, tailored to specific campaign goals. More fittingly, “Your Guide to the E-Advocacy Revolution<sup>[iii]</sup>”, published by the PolicyLink project (<http://www.policylink.org>) cites examples of organizations that have used e-advocacy to reach “hard to reach” communities; organize for mass mobilization; strengthen their offline tactics (such as tabling, rallying, and protest marches); reach out to media; connect to more supporters for online donations; and target decision-makers, rapidly and forcefully, to pass or defeat proposed legislation.

In addition to case studies, this report is loaded with technology tips to create an advocacy website, format emails and newsletters for maximum effectiveness, and connect to audiences and enable supporter action. It also examines barriers and opportunities for organizations that want to integrate technology into their communications strategies, and a detailed list of technology vendors.

**Definition: E-advocacy** is a revolutionizing force for advocates to increase pressure for policy change. And it is happening, one click at a time.

### 3.3.1 Technology tools

A core set of technology tools are at the heart of successful e-advocacy campaigns. These include databases for storing contact information and data about audiences and supporters; websites and content management systems for presenting information and updating it on a regular basis; email tools for conducting outreach communications to online audiences; and a variety of supplementary technology tools that facilitate different ways of engaging supporters to put pressure on decision-makers.

We want to help you quickly retrieve some helpful technology tips, with just a couple of clicks. Section three describes the technological tools that can be used in e-Advocacy, Technology Tools: What They Are, What They Do, Where to Get Them, to help you get started in the e-advocacy revolution. The chapter describes each of these components:

**Website:** Provides suggestions for content sections on an advocacy website and tools to create an effective online presence.

**Email:** Gives pointers for contacting audiences through email newsletters and action alerts and for designing email messages.

**Creating content for a Website:** Describes blogs, online video and Flash™ animation, and Pod casting.

**Tools to Connect to Audiences and Enable Supporter Action:** Details the many technology tools that are used to inform supporters and mobilize action.

**Technology Tools and Strategic Service Providers:** Describes various industry providers of technology tools and services and highlights some of their key differences

### 3.3.2 Networking building coalition

**Definition:** Networking is the art of making and utilizing contacts.

The goal of networking is to create a pool of people and information that can directly increase the quality of your product or service, decrease customer attrition, and, most importantly, leave your competition wondering how you won a job they never knew was available.

Many small business owners don't want to network because they think its about shoving your business card in someone's hand and boasting about what you do. In fact, networking is actually about getting to know people whom you can help and who can help you. If anything, the first natural instinct any business, big and small should learn is how to establish and sustain good business contacts, nationally and internationally.

The SME tool kit for Kenya [\[1\]](#) reported the work of Steven M. Krauser, President of Network Associates, Hicksville, N.Y., who contends that most business people don't know how to make networking an effective business tool. "If the result of your networking is a stack of business cards in your top right hand desk drawer and not a lot of additional business, then it may be time for you to re-evaluate your methods", he notes.

Krauser says small business owners should approach meeting people using two goals: get to know as many people as possible, and get them to know you. He then recommends the following four steps to make your networking work:

#### 3.3.2.1 Give and get information

Networking is a two-way street. When you meet someone, you want to ask them about their business and tell them about yours. Start with the basics - name, company, affiliation, position, nature of business, etc. You next want to find out if you can benefit each other. Try covering these topics:

- I. What does your company do?
- II. What types of clients do you serve?
- III. Who makes the buying decision within a firm for each of your services and/or products?
- IV. What sets you apart from your competition?

#### 3.3.2.2 Evaluate the value of the contact

You can't network thoroughly with everyone. Once you have the preliminary information, you need to decide if this person is worth meeting again and creating a relationship with. Can you help them and can they help you? The answer should be "yes" to both.

Another criterion is to look for people who are truly interested in helping others solve a problem, no strings attached. In other words, don't think of yourself as a net-worker but as a problem solver, and look for those same characteristics in someone you will consider adding to your personal network.



### 3.3.2.3 Form a strategic alliance

A network is not a collection of business cards, but of people. Take the time to understand the business of those in your network. If you've chosen members wisely, this should be a pleasure. And make sure that you educate them completely about what you do and whom you do it with. Give each other updates and encouragement. In effect, you become each others' sales people.

Remember that the purpose of networking is not to get your contact's business; instead, you're trying to get business from everyone this person knows.

You should also be able to turn to those in your network for management ideas, advice, leads, even vendor recommendations. You will learn from each other and contribute to each others growth, both in terms of profit and performance.

### 3.3.2.4 Maintenance

As your contact base grows, you have to re-evaluate the people in your information loop. Practice effective time management skills and prioritize your contacts. You will want to get in touch most often with those that can be most useful to you. They will become your inner circle.

Be careful never to burn bridges; you never know when someone will be able to help you, or when you will be able to help them. If you feel as though someone is not useful to you right now, you still will want to check in with them now and again, because they may become important down the road. In other words, be nice to everybody because you never know where they'll show up.

## Module 3.3: ASSESSMENT

• **Assignment 1:** Visit the websites for each of the case studies in **Module 2** and comment on how well they have presented their companies online.

• **Assignment 2:** Use the table below to provide a contact list which may be useful for operating a FOSS business in your country

FOSS contact list			
Country:.....		Region:.....	
Name of organization	Type/Function	Contact person	Comments

• **Assignment 3:** List as many (1) FOSS organization, including Linux User Groups (LUGs) and (2) Companies in your country. For each category state the website where applicable.

## Module 3.4 Creating a FOSS market and brand in Africa

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### Duration:

1:45hrs

### Delivery method:

For instructional purpose, it is advised that trainers/lectures use Lecture, Demonstrations, and Group Discussion. In addition presentations and exercises are also suitable method of delivery for this module.

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### Introduction

The FOSS Branding message emphasizes the virtue of Free/Libre software tapping into the inherent national pride, local ownership and capacity development. This message seems to resonate with all customers who adhere to the idea of localism and national patriotism. However, in total juxtaposition is the lack of confidence of anything Free, which believes that FOSS is inferior and that local products do not measure up to the quality of first world software which are assumed to be better. A strange reverse discrimination against a Made in Africa solution goes beyond just software but it includes training and certification.

An effective branding campaign should be nation-wide multi-stakeholder effort of an aggressive strategy to educate the public on the merits of FOSS business which would in turn raise the acceptance and awareness rates amongst the general public which in turn raises the business opportunities for the FOSS business community

#### 3.4.1 What is Brand?

Brand is the proprietary visual, emotional, rational, and cultural image that you associate with a company or a product. For instance when you think Volvo, you might think safety. When you think Nike, you might think of Michael Jordan or "Just Do It." When you think IBM, you might think "Big Blue." The fact that you remember the brand name and have positive associations with that brand makes your product selection easier and enhances the value and satisfaction you get from the product. Brand associations are the attributes that customers think of when they hear or see the brand name. Ideally, you want customers to think of what they want from the brand (e.g., reliability and the benefits of reliability) and then associate that attribute with your brand name.

#### 3.4.2 Open Source and Branding

Branding is an increasingly important issue in FOSS, both for individual contributors to FOSS projects and to the projects themselves. The term 'branding' to encapsulate the personal and the corporate:

- Named individuals. If your software is popular, you will become well known and respected in the software community. You acquire this tech-fame because of attribution – your name is on and associated with the software.
- Software brands. One thing that the most popular free/open source software often has in common with its proprietary cousins is a great brand name. This is true whether the FOSS is supported by an independent developer community or by a benevolent business



## Protecting the Individual's Brand

Whilst businesses make a significant contribution to FOSS, individual programmers still contribute the majority of FOSS code. Whilst the reasons that those individuals contribute are diverse, one reason for doing so is the resulting recognition and respect from releasing a popular piece of software into the FOSS community and of course the likely hood of increased prospects of securing a business deal. For these reasons to be realistic, mechanisms have been devised to protect the 'personal brand'. In FOSS, these mechanisms take the form of licences and the law such as GPL2 and GPL3, the most commonly used FOSS licences which contain provisions designed to help protect the copyright holder's personal brand.

## Protecting the software/corporate brand

In the FOSS world, the brand name of the software and the organisation/project behind it is just as important as it would be if the software was 'proprietary'.

Trade marks are a potentially powerful way of protecting the brands given to free software. Trade marks are a registered right, meaning that you need to successfully register your brand as a trade mark in order to receive protection. They apply to the services and/or goods covered by the particular registration. A mark is infringed if it (or something similar) is used for services/goods identical to or similar to the services/goods covered by the mark.

### 3.4.3 FOSS trademark policies

Control of software brands might seem at odds with FOSS' free and open nature, but trade mark schemes are common for the major FOSS project. There is even a scheme for the LINUX name. FOSS projects aim (at least in theory) to get as many programmers on board as possible, to get the software developed.

- This being the case, why would a project seek to control usage of the name of the software?
- Well same reasons for seeking protection and control apply as apply to brands in the 'corporate' world:
- Distinctiveness- As a project team, why spend a lot of (your own) time and effort successfully developing a piece of software, only to give it a generic name?
- Without a unique brand, how can potential users find the software?

Quality control- PR agencies and branding consultants tend to consider a brand in the widest sense – not just the name and logo, but also the values, message, and even ethos and philosophy of a brand (I'll call these 'the message'). If your brand doesn't have a consistent and defined message, or has a confusing mix of messages, even the best trade mark in the world will be commercially weak.

With a business, control of the message is achieved through marketing and communications policies and the internal culture. With FOSS projects, brand control isn't that simple. Such projects, by their nature, involve an international, broad church of people, and the licences give anyone the freedom to take the software, modify it, and even use it as the basis for entirely new software. In an attempt to avoid a situation where multiple people circulate multiple different varieties of a particular piece of software, all with the same name, the major projects have sought trade mark protection for their brands and have issued trade mark policies setting out how the brands may (or may not) be used.

## CASE STUDY - Mozilla

The Mozilla Organization was launched by Netscape a decade ago to create the Mozilla internet suit, including a cut-down website browser. Over many years, this website browser developed into Firefox. Firefox is currently the world's second most popular browser, just behind Internet Explorer.<sup>[7]</sup> Firefox is a big-name browser and is FOSS-licensed.<sup>[8]</sup>

With a big name brand comes the need for brand protection, and this is something that the Mozilla Foundation (as the Organization is now known) has borne in mind since the browser was renamed from Firebird in 2004.<sup>[9]</sup> Other software supported by the Foundation, while not having the massive profile of Firefox, shows the same understanding of what makes a great brand; Thunderbird for email, Sunbird for calendar, and Seamonkey is now the name of that internet suite.

The Mozilla Trademark Policy is a lengthy document, covering a range of scenarios and types of trade mark usage. It has an 'overarching requirement' that 'your use of Mozilla's trademarks be non-confusing and non-disparaging'. Non-confusing is defined as 'people should always know who they are dealing with, and where the software they are downloading came from. Websites and software that are not produced by the Mozilla Foundation shouldn't imply, either directly or by omission that they are'. Non-disparaging is defined as 'outside the bounds of fair use, you can't use our trademarks as vehicles for defaming us or sully our reputation'.

One such Policy which seeks to define levels of permitted Mozilla trade mark usage stipulate; *with 'significant functional changes': the software may be described as 'based on Mozilla technology', or 'incorporating Mozilla source code.'* Other than that, no permission is given to use Mozilla trade marks.

Hence, when Mozilla required the Debian Linux distribution to rename its adaptations of Firefox, Thunderbird and Seamonkey. Firefox was rebranded 'Iceweasel' (as Rolf Harris would say, can you see what they did there?). The other two were also given 'Ice' brands.

### 3.4.4 Cost effective branding for the small business

Many people think branding is really just for big companies – not for us at all. This is not true. While the 'display' of brand values, the breadth of your brand reach and how much you spend on brand identity may be very different if you are a small business – you can still learn and take ideas from the biggest and the 'best' brand advocates. The most important thing is not to limit your thoughts when it comes to deciding how you will develop and exploit the power of your brand.

## The 5 P's of Brand

- **Proposition**  
For any business, getting the proposition right is important but for a small business it's absolutely critical. As a Small Business you need to develop a clear and compelling message about yourself and use this consistently in all business communications. And this proposition must help you stand out from the crowd – maybe for the niche markets that you serve or the nature of the product or service that you deliver.
- **Presence and Presentation**  
Presence and Presentation are the more familiar manifestations of the brand. This is all about how you convey, visually what your brand (for a small firm your business) is all about. Everything from your location and signage to company letterhead, brochure ware, website and even the type of paper you use for business correspondence can all help reinforce, or destroy the image of your brand.

Location and signage – if your business has a fixed abode make sure the signs directing people to your offices are professionally produced and use the correct corporate font and colours, to be consistent with your logo and design of other business stationery.

- **People**  
Do not, at all costs, underestimate the benefit (and damage) that your staff and fellow

directors can bring to your business brand. This is why, in small businesses recruitment is such an important process. Make sure you bringing in the right people, especially those dealing directly with clients

- Perfection

Perfection in business: Not sure – but certainly providing good customer service and having effective complaint handling processes is absolutely essential. If you have to deliver high levels of customer service, equip your staff with sufficient knowledge so that they can answer questions and solve problems themselves.

- Persistence

This is where a small business can really win but only if elements of your brand are used consistently.

Use your logo as a branding device – to appear on vehicle livery, signage and even products where appropriate, as well as the obvious places – in adverts, on your company website, on business cards and so on. Any small business can use the 5Ps to plan and manage a cost effective branding strategy for their business – Follow this approach and you can benefit from the experience of much bigger brand names.

### 3.4.5 Potential FOSS Market

A separate FOSS market is a deliberate and targeted branding exercise in stark contrast to the established IT Business market which implies existing commercial IT forms of Business.

### Persuading Existing IT users

**Definition:** Persuasion in its simplest form means giving users the information they need to make an informed choice, helping them to trust you and allaying any concerns they have. It's not about manipulation. Always remember, these persuasive tactics will only get you so far.

How many psychologists does it take to change a light bulb? None, the light bulb has to want to change. So the joke goes. However, it's possible that the light bulb could be persuaded to change. Persuading people to buy online (from TVs to groceries, holidays to services) can be achieved with techniques that marketers and psychologists have known for years.

Persuasion isn't rocket science; it involves understanding aspects of human nature that are often automatic and work at a subconscious level. Here are 7 ethical ways to persuade people. Online persuasion - 7 ways to persuade

### 3.4.6 Creating Critical Mass

**Definition:**

According to Wikipedia, Critical mass is a socio-dynamic term to describe the existence of sufficient momentum in a social system such that the momentum becomes self-sustaining and fuels further growth.

As a simple example, consider a big city. If a person stops and looks up at the sky, nothing will happen. People nearby will go on about their business. If three people stop and look up at the sky, perhaps some people will momentarily turn around, but then continue on their way. But only a small number of people is required— say, 5 to 7 (depending on such factors as the culture, time of day, width of the street, etc) — to cause others to stop and look up at the sky, too. This number is called the "critical mass" or tipping point.

Social factors influencing critical mass may involve the size, interrelatedness and level of communication in a society or one of its subcultures. Another is social stigma, or the possibility of

public advocacy due to such a factor. Critical mass may be closer to majority consensus in political circles, where the most effective position is more often that held by the majority of people in society. In this sense, small changes in public consensus can bring about swift changes in political consensus, due to the majority-dependent effectiveness of certain ideas.

Many organizations particularly those working on new products and services wittingly or unwittingly attempted to create such social conditions by way of achieving a consumer base sufficient to grow and sustain demand. A typical example is a FOSS software development organization offering fee paying training in a FOSS school management system to teachers in public schools that are receiving free second hand computers. The idea behind this approach is that, a stage is reached when the number of schools with such a system provide them with sufficient teachers for their training services, but also big enough to influence the educational ministry to roll out the free computers to other schools resulting in demand sufficient enough to sustain the training and with growth coming alongside this steady rise in public schools receiving computers.

## Module 3.4: ASSESSMENT

- **Assignment 1:** Describe the status of the FOSS market in your country; stating (i) the advantages, and (ii) the obstacles for doing FOSS business in your country.
- **Assignment 2:** Write slogans in English and in your *local language* for promoting 5 FOSS brands in your country.
- **Discussion:** Using what you have learnt in **Module 3.4.3**, discuss a strategy on how you can create a brand for your product.

[1]<http://kenya.smetoolkit.org/kenya/en/content/en/894/How-to-Network-Effectively>

[i]<http://www.iosn.net/government/foss-government-primer>

[ii][http://www.policylink.org/Projects/eAdvocacy/documents/final\\_report.pdf](http://www.policylink.org/Projects/eAdvocacy/documents/final_report.pdf)

## Assignments and Answers

### TASK

Question 1. Do a quick investigation in your country of residence to determine the following;

- a) Which government ministry or department leads in the use of Open Solutions
- b) State the name of the most widely used open source software within government as a whole
- c) The highest certified qualification offered by an training institutions in your country of residence

#### Some examples from participants

a) Government ministries are:

- MINISTRY OF EDUCATION- Makerere university, Uganda martyrs university, and Ndejje university. Also among technical institutions

- PARLIAMENT OF UGANDA

- Uganda Chambers of commerce

- MNISTRY OF HEALTY- Mulago medical training

- MINISRTY OF ICT- POLICY AND IMPLIMENTATION DEPARTMENT.

b) State the name of the most widely used open source software within government as a whole

-The most widely used are:

-Open source and Red hat Linux, MYSQL also for databases

c) The highest certified qualification offered by an training institutions in your country of residence

-MICROSOFT IS STILL DOMINATING

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a) State Information Technology Agency (SITA) [www.sita.co.za](http://www.sita.co.za)

b) Ubuntu Linux is widely used especially at Council for Scientific and Industrial Research (CSIR) where desktops were migrated to the desktop version of Ubuntu.

c) RedHat Certified Engineer (RHCE) and Ubuntu Certified Professional (UCP) are widely known as de facto certifications for server and desktop versions of their respective linux distributions.

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a) Ministry of Science and Technology

b) The most widely used FOSS is Linux

c) Advanced Level Linux Professional (LPIC - 2)

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a) Ministry of education: because FOSS will be much more applicable in schools and Universities. Some of the universities has already started using FOSS solutions like Fedora, ubuntu

b) No specific Open source software is in use right now widely. All offices use different solutions based on their specific need

c) If the question is about Open source certification, there is no institute that gives open source certification some have tried but failed. But there are vendor specific certifications CCNP, MSCE

**Question 2.** Mention at least one best known active online community in your country whose objectives and activities are exclusively focused on the promotion and development of Business or ICTs in the country.

- i) Its membership
- ii) State its objectives and Activities
- iii) Brief outline of its major achievements

Some examples from participants

The Business Place is a capacity building community assisting start up South African entrepreneurs launch their businesses. The Business Place combines powerful online presence with a network of walk-in centres for entrepreneurs furnished with relevant support and information services clustered under one roof. The website has a feature called *Business on the Move* which features success stories of entrepreneurs assisted by the community. The Business Place is also expanding and intends to spread its branches across the Southern African region.

### Membership

The Business Place's focus is strong on South African youth particularly the previously disadvantaged people of colour. However membership is not exclusive. Anyone who wants to start or grow a small business or micro enterprise can be served.

### Objectives and Activities

The Business Place assist with the "know how" for anyone intending to start, improve or expand a business. The following are the primary objectives:

- to make life easier for entrepreneurs and encourage entrepreneurship
- stimulate local business, keep people in their communities and
- assist local communities to reduce dependency on the government

### Major Achievements

A study among 247 of entrepreneurs on the database in Johannesburg alone indicated the positive impact The Business Place has made since its establishment;

- the Johannesburg Branch sees an average of 5 000 visitors a month
- 79% felt that the Information Centre is friendly, accessible and helpful of the sample, 30 new businesses were started in the last year, and 103 existing businesses were assisted
- These businesses generated 311 full-time jobs and 159 part-time jobs
- Other branches report similar successes. The minimum estimated total turnover for businesses assisted is R17 784 000.



## TEST Module 3

**Question 1 : Why is it advisable that when embarking on any advocacy campaign you recognize and take into account government interest?**

- (a) Because government is generally against all forms of advocacy
- (b) Because government has larger public interest to protect
- (c) Because government takes delight in being consulted
- (d) To avoid being seen as partisan

**Question 2 : Why would a FOSS business want to brand its products or services?**

- (a) In order to compete favorably with proprietary software
- (b) To be uniquely identified
- (c) To increase FOSS visibility
- (d) In order to demystify the notion that FOSS is often of poor

**Question 3 : Which one of the following points within the executive level of Government is last point of intervention for advocacy matters relating to halting the enactment of unwanted legislation?**

- (a) President
- (b) Governors
- (c) Cabinet
- (d) Mayor

**Question 4 : What is the most important lesson from the Mozilla brand protection case study discussed in the manual?**

- (a) Brand protection is costly
- (b) Branding is for big business
- (c) Branding keeps others out of business
- (d) Protecting brands through trademarks protects you from fake or inferior imitations

**Question 5 : Which of the following possible FOSS advocacy issues presents a good argument and has a potential of attracting larger public interest and why?**

- (a) Compulsory FOSS applications in all public schools because it lowers costs of managing school IT by simply installing cost free software
- (b) Compulsory FOSS applications in all public schools because FOSS is freely and readily available for download from the net
- (c) Compulsory FOSS applications in all public schools because universal education for all depends on access to affordable learning opportunities
- (d) Compulsory FOSS applications in all public schools because global trends suggest a movement towards FOSS use in public school.

**Question 6 : Which of the following represents a major difference between community media and public broadcaster?**

- (a) Unlike Public Broadcaster, community media doesn't charge or levy local people wishing to promote their services
- (b) Unlike public broadcaster, community media is managed by people who are ill qualified
- (c) Community media uses local language in a community led programming while public broadcaster uses official language in a centrally controlled programming
- (d) Community media's is more commitment to local development than public broadcaster

**Question 7 : What is meant by Critical Mass?**

**Question 8 : Why is it so important to choose an individual or organization of good repute to lead an advocacy campaign?**

- (a) To give your cause more credibility
- (b) To justify your actions
- (c) To fend off opposing views
- (d) To show you serious about your campaign

**Question 9 : What is Branding?**

**Question 10 : If your advocacy strategy is to send a letter to a partner asking them to sign it along with you, why would you possibly do that?**

- (a) To see if they support your position
- (b) To receive guarantees they will take account of their actions
- (c) To promote transparency during campaign
- (d) To improve information flow

**Question 11 : What is attribution with regard to individual branding?**

- (a) The act of obtaining written permission by the trademark owner
- (b) The requirement by copyright law to share proceeding with the developer of software
- (c) The surrender of commercial rights by the developer of software
- (d) A term in copyright law requiring one to acknowledge or credit the author of a work which is used or appears in another work

**Question 12 : How is FOSS brand names protected?**

- (a) Through licenses such as GPL3
- (b) By an online community surveillance scheme
- (c) By placing product keys on application
- (d) FOSS brands are never protected and are open for use by anyone

**Question 13 : Why is creating Critical Mass seen as a particularly good strategy in creating FLOSS market?**

- (a) Because of the need to sustain and grow the FLOSS business
- (b) To stem any attempts to isolate your business by rivals
- (c) When you have a critical mass it means your business eventually stops advertising
- (d) To force reluctant users to switch to your services/products

**Question 14 : When building a network of partners for advocacy work it is advisable to first think about Internal Networking. Why is that important for small businesses?**

- (a) Internal networking always leads to credible contacts
- (b) Internal networking depends on resource readily available to you to get information you need
- (c) Because internal contacts are more loyal and dependable
- (d) Small business networks are restricted to people you already know

**Question 15 : Internet based advocacy is becoming more and more popular, why?**

- (a) Communicating online is always cheaper than face to face communication or other forms of communication
- (b) Important and educated audiences needed for advocacy has moved online
- (c) Its more credible and fashionable
- (d) Because of the availability of wide array of technology tools suited for advocacy work



**Question 16 : Which one of the following reasons makes government a less likely target for FLOSS marketers**

- (a) Because Governments are less accountable
- (b) Because of Governments struggle for transparency and wider access to services
- (c) Because of governments sensitivity to piracy
- (d) Because Governments are often the biggest ICT consumers

**Question 17 : One way to create FLOSS market is by persuading existing ICT users. Which one of the following statements misrepresents the act of persuasion?**

- Showing what others are doing
- Showing user generated views
- Showing frightening accounts of users of rival products, services
- Showing scarcity of goods or services

**Question 18 : What do legislative advocacy initiatives ultimately try to achieve?**

- (a) Agitate public resentment against government
- (b) Influence customer choices
- (c) Resolve political differences
- (d) Public policy change

**Question 19 : What important function will a database serve in an online based advocacy campaign?**

- (a) Store partners contact addresses
- (b) Store graphic posters of your messages
- (c) Budgets of your advocacy campaign
- (d) Letters and petitions of your campaign

**Question 20 : When is sending letters most effective as a form of conveying your advocacy message**

- (a) When you want to inform and discuss advocacy issues with community members
- (b) Whenever the issue is most sensitive
- (c) When informing and inviting local representative or parliamentarians to a meeting
- (d) When communicating with people you know very well

**Question 21 : Which of the following statements is incorrect?**

- (a) Public Relations is the act of managing information flow between an organization and the public
- (b) Appreciate the significance of PR in raising public awareness
- (c) Learn how to use cost effective media campaigns
- (d) Show disapproval for commercial and proprietary software

**Question 23 : With regard to Advocacy work, what is external networking?**

- (a) Networking with partners outside your country for purpose of gaining support for your work
- (b) Process of asking people you know outside your organization for information about your target audience
- (c) Not involving your own staff in the expensive work of getting information
- (d) Asking people you don't know for information about your target audience

**Question 24 : Which of the following statement could be said to be untrue about Public Relations**

- (a) You have creative control on what goes into the advert in the paper
- (b) The PR exposure you receive is only circulated once
- (c) An editor won't publish your same press release three or four times in their papers.

**Question 25 : What does Trademark in copyright law intended to protect?**

- (a) Software Piracy
- (b) Product Abuse
- (c) Rights of Trademark owner
- (d) Product consumers/users

**Question 26 : Which one of the following is true?**

- (a) National events such as World Telecommunication day is reserved specifically for ICT Advocacy
- (b) For FLOSS Advocacy to succeed it must emphasize the issue of costs
- (c) Media Relations is same as Media Advocacy
- (d) There is a fairly good level of FLOSS knowledge among ICT techs

**Question 27 : What is Advocacy?**

**Question 28 : In which of the following situation would issuing a Press Statement be most appropriate**

- (a) When announcing promotion for a staff member
- (b) Receiving a prestigious award for your products
- (c) When announcing dates for company annual general meeting
- (d) When there has been theft in the organization

**Question 29 : According to the 5Ps of Branding, People (ie. your own staff) could harm your brand. Mention one way in which they could do so?**

**Question 30 : As advocacy organizers we are advised to learn more about what our target audiences know about the issue(s). Specifically, why is this so important?**

- (a) In order to know if they support you
- (b) To know what new additional information they may need
- (c) In order to segregate the target audience
- (d) To establish their capacity to comprehend your issues

**Question 31 : What policy vehicle at the discretion of an executive arm of government is used to halt unwanted legislation?**

- (a) Vetoes
- (b) Budgets
- (c) Rules
- (d) Regulation

**Question 32 : FOSS projects aim (at least in theory) to get as many programmers on board as possible, to get the software developed. This being the case, why would a project seek to control usage of the name of the**

- (a) To protect Interest of the Community of Developers
- (b) To avoid abuse of software by users
- (c) To protect interest of users
- (d) To encourage innovation

**Question 33 : Why are special events such as Software Freedom Day an important occasion for small FLOSS business to promote their services, products?**

- (a) Its when the worlds' leading companies clinch big software contracts

- (b) That is when world and national attention is focused on issues relating to software development
- (c) That is when Government feels obliged to support software developers
- (d) That is when Government feels obliged to support software developers

**Question 34 : Which of the following statements is NOT true?**

- (a) Legislative advocacy is illegal
- (b) Protest is a form of advocacy
- (c) Simple and clear advocacy messages render themselves to less misinterpretation
- (d) Lobbying as a form of advocacy is usually effective when soliciting individual or a small group influence.

**Question 35 : Mention one social factor that could influence Critical Mass positively or negatively**

**Question 36 : What is product branding?**

- (a) Garnishing company logo on your products and services
- (b) Is the proprietary visual, emotional, rational, and cultural image that you associate with a Company or a product
- (c) Constantly displaying and associating your products with other popular products
- (d) An appealing slogan often used to accompany your product advertisement

**Question 37 : Emails are effective tools in an online advocacy campaign. Which one of the arguments in the context of a typical African society, is of least concern to any one planning to undertake online advocacy.**

- (a) High levels of computer illiteracy
- (b) Postal mail and not email is still by far the most used form of communication by majority of rural poor.
- (c) Not many people access email on regular basis
- (d) Advocacy emails from unknown senders may be treated as unsolicited mail or spam

**Question 38 : External Networking poses a number of challenges for small business, which one of the following is a small FLOSS business likely to face?**

- (a) Building sufficient confidence among big and existing partners in a network
- (b) Keep up with the maintenance of partner database
- (c) Printing and distributing enough business cards at meetings
- (d) Finding right reasons for joining and remaining in a network

**Question 39 : Which is the most important first step in an advocacy campaign?**

- (a) Good understanding of your issue(s) and its potential benefits to a larger community
- (b) Knowledge of the legislative process
- (c) Knowledge of your sector
- (d) Knowledge of potential advocacy partners

**Question 40 : Which one of the following is not a necessary task in a typical media advocacy campaign?**

- (a) Data gathering
- (b) Lobbying
- (c) Picketing
- (d) Information Sharing

## APPENDIX

### Module 3 Authors and Trainers

#### Pool of African ict@innovation expert trainers

<b>Module 3</b>	Communicating FLOSS	Yese Bwalya, Fred Yeboah <a href="#">More Trainers per country in full Pool of Trainers</a>
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## Partners

### Implementing Partners



#### FOSSFA - The Free Software and Open Source Foundation for Africa (FOSSFA)

FOSSFA partners with InWEnt to implement the ict@innovation programme. FOSSFA is the premier African FOSS organization. The vision of FOSSFA is to promote the use of FOSS and the FOSS model in African development, and the organization supports the integration of FOSS in national policies. FOSSFA also coordinates, promotes, and adds value to African FOSS initiatives, creativity, industry, expertise, efforts and activities at all levels.

<http://www.fossfa.net> To become a FOSSFA member, please fill the [FOSSFA Membership Application](#) .

Please also check the page on [acknowledgements](#) to some of the contributors, who are heavily investing in [ict@innovation](#).



Internationale Weiterbildung  
und Entwicklung gÜmbH

Capacity Building  
International, Germany

#### InWEnt – Capacity Building International, Germany

InWEnt – Capacity Building International, Germany, is a non-profit organisation with worldwide operations dedicated to human resource development, advanced training, and dialogue. Our capacity building programmes are directed at experts and executives from politics, administration, the business community, and civil society. We are commissioned by the German federal government to assist with the implementation of the Millennium Development Goals of the United Nations. In addition, we provide the German business sector with support for public private partnership projects. Through exchange programmes, InWEnt also offers young people from Germany the opportunity to gain professional experience abroad. <http://www.inwent.org/index.php.en>

InWEnt's it@inwent programmes strengthen IT sectors in Africa and Asia, fosters key innovations in Information and Communication Technologies (ICTs) for economic development, and support its partners to use ICTs as enabling tools for poverty reduction. <http://www.it-inwent.org>

## Funding / Strategic Partners



Federal Ministry  
for Economic Cooperation  
and Development

### German Federal Ministry for Economic Cooperation and Development (BMZ)

The BMZ is the main funder of ict@innovation and shareholder of InWEnt, representing the Federal Republic of Germany. More information is online here: <http://www.bmz.de/en/>



Open Society Initiative  
for Southern Africa

## Open Society Initiative for Southern Africa (OSISA)

OSISA supports ict@innovation on a strategic level. The Open Society Initiative for Southern Africa (OSISA) is a leading Johannesburg-based foundation established in 1997, working in ten Southern Africa countries: Angola, Botswana, DRC, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe. As a foundation, OSISA provides African leadership in the definition and development, within the specificities of Southern African realities, of the concept and ideals of an open society.

<http://www.osisa.org>

## Training Partners



UNITED NATIONS  
UNIVERSITY  
**UNU-MERIT UNU-MERIT**

UNU-MERIT is a joint research and training centre of United Nations University (UNU) and Maastricht University, The Netherlands. As the United Nations University's Maastricht Economic and social Research and Training Center on Innovation and Technology, UNU-MERIT provides insights into the social, political and economic factors that drive technological change and innovation. The Centre's research and training programmes address a broad range of policy questions relating to the national and international governance of science, technology and innovation, with a particular focus on the creation, diffusion and access to knowledge.

Within UNU-MERIT, the Collaborative Creativity Group (CCG) investigates the socio-economic aspects of collaboration across all domains. It examines the mechanisms that enable people and companies to innovate together, and helps policymakers to create a positive environment for creativity and innovation, promoting economic growth and social welfare. <http://www.merit.unu.edu/> <http://ccg.merit.unu.edu>



**AITI-KACE**

The Ghana-India Kofi Annan Centre of Excellence in ICT (AITI-KACE), Ghana's first Advanced Information Technology Institute works to stimulate the growth of the ICT Sector in ECOWAS. Established in 2003, through a partnership between the Government of Ghana and the Government of India, this state-of-the-art facility provides a dynamic environment for innovation, teaching and learning as well as practical research on the application of ICT4D in Africa.

<http://www.aiti-kace.com.gh>



## Introducing ict@innovation

### Creating Business and Learning Opportunities with Free and Open Source Software

#### What is Free and Open Source Software?

Free and Open Source Software (FOSS) is software which can be freely used, modified and distributed. FOSS offers a number of different opportunities. Developers are able to customize, change or add to open source software and join in global open production processes. This can help stimulate local innovation and growth in the IT sector. With FOSS, small and medium-sized IT businesses can create locally adapted IT solutions, independent of foreign software vendors. FOSS allows local value chains to be tapped, instead of forcing customers to rely on foreign software vendors.

Free and Open Source Software technologies are used all over the world. FOSS is often the technology of choice to run servers, networks, or content management systems, but also operating systems such as Linux, or business and office applications such as OpenOffice. As FOSS is adaptable and does not entail license fees, it is particularly useful when applications need to be adapted to a specific context.

The use of FOSS is spreading – governments and businesses are increasingly employing FOSS. This means that the business market around FOSS solutions is growing. Local businesses, in particular IT-SME can benefit from FOSS as users, but more importantly they can generate business models around FOSS such as offering high-value IT services, software development, training and qualification.

#### Free and Open Source Software creates business opportunities!

FOSS technologies offer opportunities particularly for small and medium sized IT enterprises to provide IT services for local IT markets.

What do small and medium-sized enterprises (SME) in Southern and East Africa need to work with FOSS? Many IT-SME are not yet aware of how they can use FOSS in their business models – knowledge sharing and training is needed to qualify employees. In addition, trust in FOSS needs to be improved, for instance by spreading quality standards. ict@innovation addresses these topics by:

- Sharing knowledge on African Business Models and Skills in FOSS
- Building trust and business through FOSS Certification
- Developing innovative local FOSS Applications

ict@innovation is an international capacity building programme, implemented in partnership by **FOSSFA** - The Free Software and Open Source Foundation for Africa and **InWEnt** - Capacity Building International, Germany.

The **ict@innovation** programme offers **advanced training courses** for training institutions and trainers on:

- business models and business development for IT SME – how to integrate FOSS services in your training portfolio
- how to get certified in basic FOSS technical skills

**Main objective of ict@innovation** is to foster small and medium-sized enterprises (SME) in the field of Free and Open Source Software in Southern and East Africa. Through advanced training and networking in FOSS skills, the programme contributes to qualify African IT SME in providing localized and adapted FOSS applications and services to public administration and private sector.

The programme focuses on Free and Open Source Software (FOSS) as a key technology to drive innovation, add local value and create sustainable and affordable ICT-solutions.

<b>Region of Implementation</b>	Southern and East Africa, particularly Ethiopia, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, and Zambia
<b>Duration</b>	2008 – 2010 (first phase)
<b>Main Funding Partners</b>	German Federal Ministry for Economic Cooperation and Development (BMZ) & the Open Society Initiative for Southern Africa (OSISA)
<b>Website</b>	<a href="http://www.ict-innovation.fossfa.net">www.ict-innovation.fossfa.net</a>

[www.ict-innovation.fossfa.net](http://www.ict-innovation.fossfa.net)

## Site Features:

**Profiles** – Create your own profile, advertise your FOSS skills and share your interests in FOSS and the ict@innovation programme

**Forums and Wiki** – Read and contribute to discussions and work processes by engaging in online discussions in the forum and collaborative text editing using the wikis

**Blogs** – read and discuss about current news and developments on FOSS related topics and the ict@innovation programme in the blogs

**Groups** – Join in online organizational activities by engaging in topic specific groups

## Online Community Membership

*Do you have a FOSS project or initiative you wish to interest others in? Do you want to contribute to the ict@innovation programme in a specific way?*

The ict@innovation portal offers functions for those of you, who want to engage more actively in the community or programme – The blog is open for all community members to share relevant news and views. Also, all community members can create groups to share files, manage events, and engage in private discussions on relevant topics. The different training programmes will later on all have their own group to collaborate online.

All services of this site are free of charge.

[www.ict-innovation.fossfa.net](http://www.ict-innovation.fossfa.net)

The web portal is designed to keep its members in touch with current developments of the ict@innovation programme and other FOSS projects in Africa. It is also designed to host a community of persons interested in or working in the area of FOSS in Africa and to enable participatory management of the ict@innovation programme. We invite you to become a community member!

## Joining the ict@innovation Web Community

**The Benefits:** Why join? This website offers you the opportunity to get to know a range of persons working in related areas, as well as to advertise your skills and interests, to share and learn from other experts using the range of tools that enable active knowledge exchange for community members.

**Becoming a Member:** You can become a member of this community by registering on the site and creating a profile, indicating your interests and skills in FOSS. This will enable you to contribute to the website fora and wikis, to join in knowledge exchange with other persons interested in FOSS and/ or involved in the ict@innovation programme.

**Staying Informed:** Receive all blog posts and other website updates by email or RSS feed! In order for everyone to stay in touch with the programme and community activities, we offer an email-subscription and RSS feed service on all website services and news items (including blog posts, events, forum messages etc.). You find RSS icons to subscribe to feeds at the bottom of the sections that offer subscriptions. You can manage email subscriptions as a registered user under "My account" > "Subscriptions".

The screenshot shows a Mozilla Firefox browser window displaying the ict@innovation website. The address bar shows the URL <http://www.ict-innovation.fossfa.net/>. The page content includes a header with logos for FOSSFA and InWent. The main content area features a welcome message, a 'Join ict@innovation' section with links for Login, Create new account, and Forgotten your password?, an 'Events' calendar for February 2009, and an 'Upcoming' section listing a Content Creation (FOSS Business Models) - Pillar A Workshop on 10 Mar 2009 and an IST-Africa 2009 Conference on 6 May 2009.

Sign up on ict@innovation to join the community and stay updated: <http://www.ict-innovation.fossfa.net/>



## FOSSFA – The Free Software and Open Source Foundation for Africa

FOSSFA is the premier African FOSS organisation, and was founded under the auspices of the Bamako Bureau of the African Information Society Initiative within the mandate given by African Governments in 1995 to the United Nations Economic Commission for Africa (UNECA). The Vision of FOSSFA is to promote the use of FOSS and the FOSS model in African development, and the organization supports the integration of FOSS in national policies. FOSSFA also coordinates, promotes, and adds value to African FOSS initiatives, creativity, industry, expertise, efforts and activities at all levels. FOSSFA partners with development organizations who share these goals towards a participatory and gender-mainstreamed sustainable development and the attainment of the Millennium Development Goals in Africa. FOSSFA is governed by a Council elected during Idlelo, from which the Executive is chosen. FOSSFA members may be individuals, organizations, development agencies or government FOSS bureaus. The former South African Minister of Public Service and Administration, Ms Geraldine Fraser-Moleketi is a FOSSFA present Patron. <http://fossfa.net/>

## InWEnt – Qualified to Shape the Future

InWEnt – Capacity Building International, Germany, is a non-profit organisation with worldwide operations dedicated to human resource development, advanced training, and dialogue.

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Through its it@inwent programmes, InWEnt strengthens IT sectors in Africa and Asia, fosters key innovations in Information and Communication Technologies (ICTs) for economic development, and supports its partners to use ICTs as enabling tools for poverty reduction. <http://www.it-inwent.org>

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**Cover page:** Map of Africa with percent of population per country that downloaded the new version of the Open Source Browser Firefox in June 2008. Colours = downloads.

Source and credits: David Eaves, see <http://eaves.ca/2008/06/22/the-firefox-download-map-remixed/>

## Content Creation Community or 3C

### Available at:

<http://www.ict-innovation.fossfa.net/wiki/public-wiki/african-foss-business/training-material-content-creation>

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## Additional Material

Additional material for all modules is available at the ict@innovation download page at: <http://www.ict-innovation.fossfa.net/node/4252>

<b>Module 3: COMMUNICATING FOSS</b> Part of: ict@innovation: Free your IT-Business in Africa! Advanced Training Material on African "Free and Open Source Software" (FOSS) Business Models for IT-SMEs	
<b>Handbook &amp; Trainers Manual</b> <ul style="list-style-type: none"> <li>Public Relation and Advocacy Strategies</li> <li>Advocating FOSS</li> <li>Online Advocacy tools</li> <li>Creating a FOSS market and brand in Africa</li> </ul> (Introduction, Overall Learning Objectives, Sessions and Timetable, Delivery method, Duration, Background Information on main content, including facilitation tools such as assignments, exercises, lead questions for discussions, assessments)	<a href="#">Download_Handbook_Module3.pdf</a> <a href="#">Download_Handbook_Module6.odt</a>
<b>Model Presentations for Trainers / Facilitators</b> (Slide show material for main contents of Module 3)	Download <a href="#">Module 3 Presentations.zip</a>
<b>Final Test for Assessment of learning outcomes</b> (Online-Test - includes all modules) Link to <a href="#">online-version</a> of test	Download <a href="#">Tests_Modules.pdf</a> <a href="#">Tests_Modules.odt</a>
<b>Evaluation forms</b> (Full set of evaluation form to assess training for module 3)	<a href="#">Download_evaluation_M3.pdf</a> <a href="#">M3_Eval_odt</a>
<b>Pool of African ict@innovation expert trainers</b> (Contact to Africa-based trainers and experts, who have training experience with the course)	<a href="http://www.ict-innovation.fossfa.net/wiki/public-wiki/course-advanced-african-foss-business-models/FBMTrainers">http://www.ict-innovation.fossfa.net/wiki/public-wiki/course-advanced-african-foss-business-models/FBMTrainers</a>
<b>Derived training material:</b> (for more information on how you can contribute to improve the training material, and how to correctly acknowledge this set of material as source)	<a href="http://www.ict-innovation.fossfa.net/wiki/public-wiki/course-advanced-african-foss-business-models/national-course-versions/trainers-space">http://www.ict-innovation.fossfa.net/wiki/public-wiki/course-advanced-african-foss-business-models/national-course-versions/trainers-space</a>

## About ict@innovation

The ict@innovation programme builds capacities in African small and medium ICT enterprises to make a business with Free and Open Source Software (FOSS). ict@innovation aims to encourage the growth of African ICT industries, particularly in Southern and East Africa, through three main actions: spreading FOSS business models for enterprises in Africa, fostering FOSS certification and supporting innovative local FOSS applications for social and economic development. ict@innovation is a partnership of FOSSFA (Free Software and Open Source Foundation for Africa) and InWEnt - Capacity Building International (Germany). The programme focuses on Free and Open Source Software (FOSS) as a key technology to drive innovation, add local value and create sustainable and affordable ICT-solutions.

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